



LHPA STRATEGY 2011-2014

Including Organisational State objectives and Authority function management plan 2011-2012

Name: Lachlan Livestock Health and Pest Authority
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Contents

1. Who we are.....	3
2. Our mission.....	3
3. Our values	4
4. Our stakeholders.....	4
5. Our planning	4
SECTION A Organisational State objectives	5
SECTION B Environmental Scan	7
SECTION C Name LHPA Local Function Plans Focused on Achieving the State Objectives.....	8
SECTION D Authority Localised Objectives	11
SECTION E Authority Operating Budgets	12

1. Who we are

Livestock Health and Pest Authorities have a 150-year tradition of district-based delivery of livestock health and pest management programs that help safeguard agricultural production valued at over \$8 billion a year. The LHPA delivers expertise and effective service at a local level while forming an integral part of our national biosecurity system.

Every day we work with landholders to deliver a world class disease investigation and advisory service that helps preserve the favourable disease status that secures international market access for Australian producers.

Funded largely by landholders and covering an area of more than 80 million hectares, LHPAs have over 360 local staff in more than 60 locations across NSW and local producers as directors.

The 14 Livestock Health and Pest Authorities were formed in 2009, following the restructure of the former Rural Lands Protection Boards. Their formation continues a tradition of district-based service that began with *The Scab in Sheep Act* of 1863 and has seen us evolve into a modern, responsive and progressive organisation committed to improving service delivery and performance.

As a statutory organisation, we independently set and implement local priorities while remaining accountable to the NSW Minister for Primary Industries for our operations. We have strong partnerships with industry and government, and work in close collaboration with NSW Department of Primary Industries.

While not all landholders may see us on their properties, our work in emergency disease prevention, preparedness and response, advisory and diagnostic services, disease surveillance, residue management, certification, traceability systems such as NLIS, regulation and extension ensures continued market access.

The pest management programs our rangers strategically coordinate with thousands of landholders across NSW reduce the impact of predation on agricultural production. During the spring and summer of 2010–11, the on-ground efforts of the LHPA in locust control helped avoid potential losses to crops of almost half a billion dollars.

The skills, knowledge and experience of 150 years of successful operation underpin our connection to the rural community in which we live and work. The personal contact our customer service staff have with local landholders in areas such as drought assistance, travelling stock reserve access or advice on stock movement has helped build our reputation as the local, 'go to' organisation for producers.

2. Our mission

To be acknowledged by our stakeholders as a dynamic local service organisation that has Safeguarding Agriculture in NSW as its goal. We will focus on protecting and enhancing livestock industries and minimising the risks to agriculture and the environment by pest animals and insects. In partnership with our stakeholders, we will achieve this with the knowledge and skills of our people who deliver local, regional and state initiatives.

3. Our values

- Service delivery: We focus on being in the field. We concentrate our resources on providing advice, information, education, coordination and assistance to our stakeholders. We recognise our role as a regulator and we will utilise these powers in line with our internal policies and procedures.
- Delivering outcomes in our core functions: We take a program focus while maintaining the flexibility to respond to particular issues or events. We recognise the need to address local, regional, state and national priorities.
- Accountability: We review our actions with a view of continual improvement and report to stakeholders on our performance.
- Common purpose: We recognise that our organisation has a common purpose and we respect the role our structure and our people play in achieving that purpose.
- Teamwork: We constructively work and learn together and we value open communication.
- Integrity: We act with integrity at all times and we are honest and truthful in our dealings. We treat people with respect.
- Strong relationships: We have strong meaningful relationships within our organisation and with key stakeholders.

4. Our stakeholders

The people who occupy rural land 10 hectares or more in NSW are our key stakeholders. The rates these landholders pay to their local LHPA are the main source of funding for LHPAs.

Managers of public land, including government departments, catchment authorities and local government bodies are stakeholders. The LHPA works in partnership with NSW DPI and has a responsibility to NSW Government in accordance with the *Rural Lands Protection Act 1998*.

5. Our planning

The LHPA is committed to a plan that delivers a three-year direction for the organisation, resulting in the best possible services to ratepayers, stakeholders and the broader community through a process that:

- identifies the stakeholders and requires their input
- identifies expected achievements and dates
- defines roles and responsibilities providing accountability
- engages the whole organisation in order to achieve commitment to implementation
- is reviewed and updated annually.

SECTION A Organisational State objectives

Objective 1:

The LHPA is acknowledged by ratepayers as a dynamic service organisation for livestock health and pest management with productive relationships with the Minister, agencies and stakeholders.

Strategies

1. Build trust and confidence with external stakeholders including the establishment of a functional and effective relationship with DPI through an MOU and other partnership instruments
2. Community engagement and communication planning is an organisational priority

Performance Indicators

- Memorandum of understanding and/or alternate agreements have been renewed between State Management Council and the Department of Primary Industries.
- Community engagement and communication plans exist within Authorities.
- Market research and sample surveys measure progress.

Objective 2:

The LHPA has established clear and agreed objectives for each functional area and has met key performance expectations.

Strategies

1. The Senior Executive Team in partnership with senior staff in the organization will develop clear functional objectives for consideration and adoption through the State Management Council Board and State Policy Council.
2. State wide reporting is consistent and allows for analysis of the performance of the organisation against objectives and authority by authority

Performance Indicators

- Objectives are set by 31 December 2011 for
 - Livestock health
 - Pest Animal and insect management
 - TSRs
 - Emergency response.
- Key performance expectations for the above are defined and reporting against them is in place by 30 June 2012.

Objective 3:

The LHPA has a whole of organisation culture with standardised operating frameworks and practices aimed at enhancing authority performance

Strategies

1. The State Management Council Board of Directors works in collaboration with the Senior Executive Team
2. The State Policy Council works in collaboration with Authority Board of Directors

Performance Indicators

- SET established with key functional groups and performance measures developed and monitored by June 2011
- LHPA policy framework adopted and communicated

Objective 4:

The LHPA recognises and respects the expertise and resources within the organisation in decision making.

Strategies

1. Roles and responsibilities clarified
2. An organisational skills analysis identifies our strengths.
3. Investment continues in improving existing assets and intellectual property

Performance Indicators

- Leadership teams established and utilised
- Skills analysis undertaken through 2012
- Projects contribute to meeting local service delivery objectives

Objective 5:

The LHPA has an effective governance framework enabling the organisation to meet opportunities and challenges to ensure sustainability.

Strategies

1. The Boards of Directors of Authorities and the State Management Council develop a governance framework that provides clarity to roles and responsibilities for oversight of LHPA NSW.
2. The State Policy Council will develop a governance framework providing effective leadership of LHPA NSW.

Performance Indicators

- Governance framework is in place and fully implemented by 31 December 2012.
- State Policy Council governance charter

SECTION B Environmental Scan - Determined by the Board of Directors and management this section describes the key challenges that each authority faces in both their external and internal environments. Reviewed regularly, the environmental scan ensures that the strategies being implemented by the authority are appropriate.

External – what factors outside the authority’s operating environment impact on the authority achieving long term goals or affect success of its programs

Livestock Health

- Livestock producers’ awareness to the current requirements of National and State Disease Programs and local disease issues is variable. (eg. NLIS, Sheep Lice, VFR, BJD, OJD and local endemic disease problems affected by seasonal conditions)

Pest Animals

- Absentee owners and smaller landholders show a reduced awareness and/or a limited capacity to manage pest animals
- Acceptance of chemical accreditation amongst older landholders is meeting with resistance. A double standard exists within the industry for these requirements which affects the perception of landholders to LHPAs (eg. Chemical resellers do not check chemical accreditation of landholders purchasing chemicals from them yet LHPAs are required by orders to do so).

TSRs

- Cost of maintaining TSRs is unsustainable without continued landholder and /or government contribution.
- Traditional role of TSRs is losing relevance in the current farming practices.
- Other agency demands on expectations of TSRs has altered the role of TSRs from their original purpose. This demand would require a change to the legislation regarding the use of TSRs. (eg. CMA, Landcare groups)

Corporate

- Fine tuning, generally following amalgamation, is still ongoing
- Success of centralised processes has yet to be achieved
- Reduction of extension staff from I&I NSW has placed LHPA staff under additional pressure

Internal – what factors within the organisation that can impact on outcomes and should be considered in development of strategies

Livestock Health

- Data management systems are inadequate for recording, reporting and analysis

Pest Animals

- Retention of knowledge and skills of staff in an ageing local workforce is being addressed with implementation of a succession plan

TSRs

- Long term retention of TSR's based on their core functions is affected by increasing costs and declining use to improved seasonal conditions.

Corporate

- OH&S management system implementation requires resourcing to ensure authority is compliant
- Lack of a centralised server is causing inefficiencies in data management across the authority

SECTION C Lachlan LHPA Local Function Plans Focused on Achieving the State Objectives

1. Livestock Health Objectives

Strategies	Link to State Objective	Resources	Performance Indicators
1. Resources and trained staff are available at all times so that key functions are performed to a high standard	Service Capacity and Capability Programs, complies with state objectives 1, 2, 3 & 4	Staffing level maintained sufficient to meet obligations and desired outcomes Staff training maintains superior level of competence in relevant disciplines	3 FTE DV's at high level of competence in pathology, epidemiology, emergency disease preparedness. Fourth DV to be recruited as capacity requires All rangers capable of animal health activity Individual staff training programs determined and completed within 12 months if courses available.
2. LHPA will comply with the requirements of the NSW Animal Health Plan	NSW Animal Health Plan 2011-2012, complies with state objectives 1,2,3	Sufficient staff resources, training and management exists within the LHPA to meet the Plans requirements where relevant to our local LHPA.	Annual plan prepared and adopted Review of plan at 6 month intervals Ability to deal with unplanned events
3. Provide effective disease surveillance to meet State and district needs; including animal productivity; trade;	Surveillance Program, complies with state objectives 1,2	Staffing level maintained sufficient to meet obligations and desired outcomes Staff training maintains superior level of competence in relevant disciplines	Summary of disease / causes diagnosed quarterly Monthly articles with board report Investigate stock losses reported and monitor trends in disease events

	human health; and animal welfare			
4.	Implement Australia's National Livestock Identification system at local, district and regional levels	Traceability Program, complies with state objectives 1,2	Sufficient staff resources, training and management exists to allow for implementation and follow-up of this program	50% attendance at saleyards Monthly auditing of sheep sales to monitor compliance Ongoing monitoring of cattle uploads for compliance

Pest Animal and Insect Objectives :

Strategies	Link to State Objective	Resources	Performance Indicators
1. Resources and trained staff are available at all times so that key functions are performed to a high standard	Effective monitoring and control of pest animals, complies with state objectives 1,2,3,&4	Sufficient trained rangers to service the LHPA ratepayers	Assign each ranger a designated area that allows individual service of approx 800 ratepayers each.
2. Develop new overall strategy across the Lachlan LHPA for pest animal control	RLP Act 1998, complies with state objective 3	Board directors and management commit sufficient resources to ensure delivery of the program	Policy developed Individual plans to be developed by individual rangers to monitor and control Levels determined to establish quantity of inspections in first 6 months
3. Key pest management issues are clearly identified for the district	RLP Act 1998, complies with state objective 1,2	Sufficient trained rangers and consultation with stakeholders	One pest survey conducted Programs are evaluated annually
4. Pest programs are timely and responsive and information is recorded for decision making	Complies with state objectives 2,3 &4	Implementation of FARMS pest module and linkage to new technology	100% field staff trained in FARMS pest module New equipment – mapping, Trimble devices, remote cameras
5. Strategic pest programs are planned and include	Complies with state objectives 1,2	Sufficient trained staff with adequate support networks in place	All applicable staff receive EAD training and participate in emergency responses All plans need to consider implications of an

contingency planning
for reactive and
emergency responses

emergency response capability

Traveling Stock Reserves Objectives :

1.

Strategies	Link to State Objective	Resources	Performance Indicators
1. Manage TSRs to current legislative requirements	RLPB Act 1998,complies with state objectives 2,3,4	Sufficient staff to maintain and monitor TSRs	Control of weed species on TSRs Infrastructure is maintained in good working order Targeted inspection in known high risk areas for pest animal prevalence Actively involved in regional bush fire management committees.
2. Develop information for future role of the Authority in TSR network retention	RLPB Act 1998, complies with state objectives 2,3	Utilise local knowledge and staff experience to develop appropriate mapping and information to describe the network accurately Investigate alternate funding	Information provided to Board and GM to make informed decision Future management options reduce burden of TSR costs on ratepayers

Corporate Objectives :

1.

Strategies	Link to State Objective	Resources	Performance Indicators
1. Service delivery focus is maintained and improved	RLP Act 1998, complies with state objectives 1,2,3	Retention of current skills and knowledge is imperative Succession plans are established Casual support for Admin staff is established	Respond to all complaints within 14 days of receipt Ensure regular processes are completed in a timely manner and with due diligence

2. Financial viability is maintained	RLP Act 1998,complies with state objectives 3,4,5	Appropriately skilled staff to manage the financial operations	Accurate and timely financial report Satisfactory audit Long term financial viability
3. Information technology implemented seamlessly	Complies with state objective 4	Databases – FARMS, BioSIRT as application are integrated within the organization Common G Drive for file sharing is developed	Staff trained in the efficient use of the databases Consistent structure of the files in use across all offices Support for new technology is available
4. OH&S information across the authority is relevant and articulated in a usable format	OH&S Act 2000, complies with state objective 3,4,5	Development and implementation of a statewide Occupational Health and Safety Management Plan Develop and implement a local policy and consultation statement through a local OH&S committee	Workplace related injuries are minimized and managed OH&S committee meets at least quarterly Reports are provided to the Board and all staff
5. Personnel files are compliant with HR recommendations	Complies with state objectives 4,5	Process and procedure established to ensure files contain adequate and relevant information	All files are updated to the required standard and then regularly maintained, update to be completed by 30/9/2011

SECTION D Authority Localised Objectives

Objective 1:

To continue to adopt a proactive approach to delivery of livestock health and pest animal programs to landholders across the Authority.

Strategies	Resources	Performance Indicators
1. Targeted surveillance projects are developed to enhance district livestock health information	Targeted surveillance funding from DPI continues to be available Sufficient trained staff to deliver the projects	Completion of Drench Resistance project across Lachlan LHPA Completion of Ovine Brucellosis project in Division A Reporting of the findings to all stakeholders

2. Targeted rabbit / pig inspections to determine pest animal prevalence	Sufficient trained staff and supported vehicles and equipment	Monthly reports
3. Maintain and improve sustainability of TSRs	Source external funding (eg. CMA grants) Encourage travelling stock use	Permits issued Results of funding applications
4. Promote more group landholder participation in pest animal programs	Sufficient trained staff and supporting equipment	Number of groups developed Participation levels in group activities
5. LHPA profile improved and enhanced by local media awareness	Local media contacts Communications unit at SMC	Feedback on newspaper and radio articles

SECTION E Authority Operating Budgets

The Lachlan Livestock health and pest Authority will commit \$2,676,700 *rate income* and \$1,089,000 of other income totaling \$3,765,700 toward achieving the objectives of the function plan 2011/12. In summary the approved budget is as follows

Director	\$105,000
Employee	\$1,965,000
General	\$ 278,000
Motor vehicle	\$300,000
Office	\$259,000
Property	\$154,000
Service	\$849,500
Total Expenses	\$3,910,500

